



Reply to Attn of: **CO**

MAR 12 2001

TO: Officials-in-Charge of Headquarters Offices

FROM: C/Associate Administrator for Headquarters Operations

SUBJECT: Headquarters Executive Safety and Occupational Health Advisory Board (ESOHAB) Meeting Minutes – February 15, 2001

The ESOHAB meeting was called to order at 3:05 p.m., February 15, 2001, by Mr. Christensen, Chairperson.

The following members were present:

Mr. Christensen, Associate Administrator, Headquarters Operations
Mr. Luedtke, Associate Administrator, Office of Procurement
Ms. Novak, Associate Administrator, Office of Human Resources and Education
Mr. Sutton, Associate Administrator, Office of Management Systems
Dr. Weiler, Associate Administrator, Office of Space Science
Mr. Readdy, Deputy Associate Administrator, Office of Space Flight
Dr. Williams, Deputy Chief Health and Medical Officer
Mr. Elliott, Director Research Support Division, Office of Aerospace Technology
Mr. Lloyd, Director, Safety and Risk Management Division, Office of Safety and Mission Assurance
Dr. Riegler, Director, Research Program Management Division, Office of Space Science
Mr. Zwierko, NASA Headquarters Professional Association
Ms. Humbolt, HQ Safety Manager, Office of Headquarters Operations
Ms. Ziechang, HQ Occupational Health Manager, Office of Headquarters Operations
Ms. Parish, HQ Employee Representative, Office of Equal Opportunity Programs
Ms. Penny, HQ Employee Representative, Office of Public Affairs

The chairperson welcomed everyone to the meeting and made the following opening remarks:

As everyone is aware, Mr. Goldin has spent a lot of time discussing safety at staff meetings - particularly the lost time rates at NASA Headquarters and the need for senior management involvement. Hence, this board has been established to address HQ safety issues and determine appropriate policies and countermeasure actions to reduce and prevent losses to human resources and property.

Since JSC is an Occupational Safety and Health Administration STAR certified Voluntary Protection Program site, I called them to discuss their safety program. During my discussion with Mr. Parsons, JSC Deputy Center Director, I asked him to speak to us later today as to what they have done to make a difference in regards to their safety.

The following agenda topics were discussed:

Metrics

A question arose on how metrics are counted, i.e., would a crane mishap be counted the same as a slip, trip, and fall mishap. The answer was yes. A discussion ensued as to the "fairness" of the way metrics are measured.

Mr. Lloyd stated that lost time metrics measure how well a safety program is doing, and that NASA tracks lost time and lost time days per individual. He also stated he believes there may be a difference in how each center reports their data, and that they have created a working group to address NASA-wide mishap reporting requirements. Mr. Lloyd also stressed that the metric data was not intended to compare center to center because each center was different in mission and it was like comparing apples to pomegranates.

Mr. Christensen commented that he thought the working group was a good idea and that they needed to look seriously at how and what is reported – even if it required 2 different types of metrics. He further stated that we need a set of metrics everyone can agree to and would ensure the consistency of reporting mishaps.

Miscellaneous Topics

Mr. Christensen reiterated that the primary purpose of this board was to address HQ's safety and health issues and to identify ways of involving everyone in safety to include Associate Administrators and managers taking safety ownership. He ascertained if anyone had any ideas on how this could be achieved. The following comments and suggestions were made:

A statement was made that housekeeping is one of the biggest issues throughout Headquarters. This raised the question on how do we, as managers or supervisors, enforce employees to keep their areas clean. Someone suggested using the personnel disciplinary system as a way to enforce employees to clean their areas and to maintain them in a neat and orderly condition, i.e., informal counseling, formal counseling, etc.

It was suggested that successes and failures should be shared, i.e., whenever something happens, such as a close call, mishap, or even something positive that a mechanism of publicizing the occurrence be established.

Mr. Sutton identified some of the positive things they have done to promote safety within his Code, such as ensuring all employees receive safety training, establishing a safety committee, promoting safety on their website, and encouraging people to report problems.

A concern was brought up that the workload factor could be causing stress and morale issues and that might be contributing to HQ mishaps. In reviewing FY 2000 mishap data, it was determined that there does not appear to be any specific trends for HQ mishaps at this time. Mr. Christensen requested that Ms. Humbolt and Ms. Ziechang work with Code Q in preparing to walk through several sets of HQ metrics for the next meeting to include compensation costs.

Guest Speaker – Mr. Parsons, Deputy Center Director, JSC

Mr. Parsons started out by saying that he has been the Chairman of their Executive Safety Board for approximately 1½ years and that initially they spent a lot of time trying to come up with solutions in regards to their metrics. He recommended to the board for them not to spend a lot of time looking back at mishaps but forward to the future.

Mr. Parsons also offered the following suggestions on establishing a good safety and health program:

- Set a clear policy.
- Incorporate safety into existing structure.
- Change the mindset of everyone to "ALL accidents ARE preventable."
- Create a cultural change where employees take responsibility for their own safety and that of their fellow co-worker's safety – emphasize looking out for one another.
- Safety starts at the top and works down.
- Realize some safety and health concerns are symptoms of a deeper management problem.
- Make a commitment that you will fix problems and address root causes in corrective actions.
- Have everyone work as a team; not on their own agenda.
- Make sure employees hear you say and mean "you care about them!"
- Establish a Director Hotline and a Safety Hotline.
- Develop a clinic first type policy and have the supervisor accompany the employee to the medical facility.
- Establish a close call system. This is very important as you will see the calls go up, but mishaps go down.
- Learn from others, such as VPP mentors, other NASA centers, DuPont, etc.

Send out a memo to each employee about caring about that employee's safety and encourage them to report problems.

Incorporate home safety into your plan.

Publish safety alerts. Every mishap that is important needs to be brought out.

Get employees involved and get their input into decisions regarding safety.

Keep the emphasis on "I CARE," not metrics.

Begin a site-wide behavior-based safety program.

Mr. Christensen thanked Mr. Parsons for his welcomed suggestions and inquired if they were using difibulators at JSC. Mr. Parsons indicated that they were starting to put them into their facilities and training personnel on their use. Based on Mr. Parsons response, Mr. Christensen indicated that they would look at doing that at HQ.

In closing, Mr. Christensen thanked everyone for their input and stated that he would like to initially hold these board meetings once a month. (Note: The next meeting has been scheduled for March 30, 2001 in MIC 7A, 1000-1100.)

Mr. Christensen also made the following closing remarks:

In our efforts to increase safety awareness throughout HQ, we are planning a safety awareness campaign for the remainder of FY 2001. The campaign kickoff will begin with a safety presentation by Mr. Goldin followed by a proclamation signing with all the Associate Administrators. Please review the draft proclamation passed out during this meeting and let Ms. Humbolt know if you have any recommended changes.

The conditions we set to be successful may seem to be basic and simple, but we need to emphasize safety. What we, as leaders, say or do may make that big difference of a mishap occurring or not.

The meeting was adjourned at 4:30 p.m. by Mr. Christensen, Chairperson.

A handwritten signature in black ink, reading "Michael D. Christensen". The signature is written in a cursive, flowing style.

Michael D. Christensen